COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

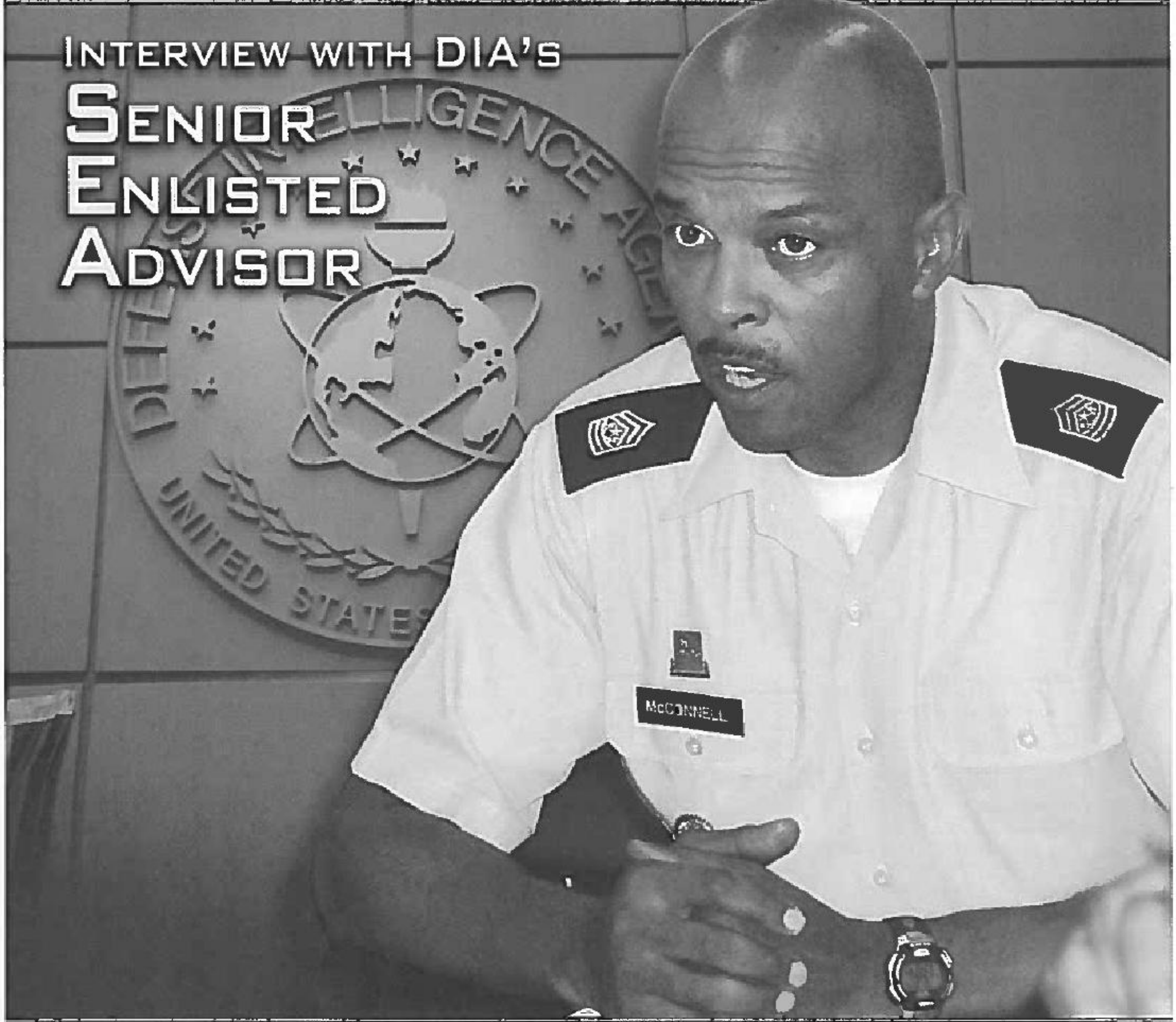
AUGUST 2004 VOLUME 16/NUMBER 7

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Horizontal Integration A Roadmap for U.S. Intelligence • A Great Opportunity for Summer Interns • Renovation of DIAC Cafeteria

INTERVIEW WITH DIA'S SENIOR ENLISTED ADVISOR



DIAL London's 40th Birthday •

CFC Superhero Identity Revealed! •

DIA Mom Counting on Gold for Rower Son •

August 2004 Volume 16/Number 7

COMMUNIQUÉ

A Defense Intelligence Agency Publication

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Interview with DIA's Senior Enlisted Advisor

CSM McConnell Discusses his Commitment to the Entire DIA Work Force

By Communiqué Staff, DXP

Command Sergeant Major Terence R. McConnell joined DIA in October 2003 as the agency's Senior Enlisted Advisor. His primary role is the health, welfare and morale of DIA's enlisted personnel and their family members. He oversees the operation of the agency's Top 3 Association, the Junior Enlisted Advisory Council, the quarterly and annual military awards recognition programs and the Military Equal Opportunity Council. Prior to his selection as DIA's Senior Enlisted Advisor, CSM McConnell was command sergeant major of the Intelligence Security Command, from July 2001 through October 2003, and command sergeant major of the 66th Military Intelligence Group headquartered in Darmstadt, Germany, from June 1998 through July 2001.

The Communiqué editor spoke with CSM McConnell about his goals and priorities in support of the entire DIA workforce.

COMMUNIQUÉ: *Please tell our readers a little about yourself.*

CSM McCONNELL: I am originally from Baltimore, Md., and enlisted in the Army in 1974. After completing basic training at Fort Ord, Calif, I attended Chinese-Mandarin language training at the Presidio of Monterey, Calif., and received further training at Goodfellow Air Force Base, Texas. I then received electronic warfare operator training at the Army Security Agency School in Fort Devens. Mass. I am a graduate of the Basic Instructor Training course, the Advanced Noncommissioned Officers Course, the First Sergeants Course and the Sergeants Major Academy, and I attended the New Zealand Army's Intelligence Operator's Course.

I have held numerous assignments at the tactical and strategic levels, and I was also an instructor with the U.S. Army Intelligence School.

COMMUNIQUÉ: *How have your previous assignments prepared you for your role as DIA's Senior Enlisted Advisor?*

CSM McCONNELL: Since all of my assignments were with intelligence organizations, they have given me a very good background on intelligence operations. Also, I have previously served in joint environments so I understand some of the challenges – or chances to excel – in a joint environment.

Command Sergeant Major Terence R. McConnell

COMMUNIQUÉ: *What is your role as DIA's Senior Enlisted Advisor?*

CSM McCONNELL: My primary role is to look out for the health, welfare and morale of DIA's enlisted work force and their family members. I take my role very seriously. But part of looking out for their welfare goes beyond this population. I believe that if you do not address the issues or concerns of the entire workforce, whether it is the enlisted personnel, the officers and even civilian personnel, it will affect everyone. You have to be fully engaged and address all the issues because if you work in a joint environment and there is an issue that affects one population, it undoubtedly affects another.

COMMUNIQUÉ: *How would you describe your leadership style and how your past experiences may influence your decisions?*

CSM McCONNELL: I intend to use the direct approach rather than the indirect approach. But I don't believe that I should rely heavily upon my past experiences to influence my decisions and actions. Because if you dwell on the past or present you won't be part of the

future, and I think that is the approach this organization needs to take.

COMMUNIQUÉ: *You have been with DIA 10 months now. What is your impression of the agency?*

CSM McCONNELL: The agency is comprised of a large number of highly talented, dedicated and motivated personnel who play a key role in the defense of our nation. I think everyone in the organization is committed to excellence and is committed to the goals established in the DIA strategic plan.

Additionally, I've had opportunities to visit our personnel throughout the world, including the Iraq Survey Group (ISG). When I visited the folks in ISG forward and ISG rear, I was impressed with the dedication and teamwork displayed by all the members. Not just those assigned to DIA but also those individuals attached to the ISG.

And the individuals in the defense attaché offices are also very dedicated. They have a very tough mission, and sometimes operate in very austere locations around the globe.

COMMUNIQUÉ: *How would you characterize the morale of the members of the ISG when you visited?*

CSM McCONNELL: Morale was very high; however, I think one thing we can do better is to identify people early on to fill the positions that require deployment. That is one of the biggest challenges that we have right now. Our employees are professional and confident, and in some cases, they were a little anxious before deploying. But after they arrived in Baghdad, they were fully engaged and they understood the criticality of their roles.

COMMUNIQUÉ: *What are some of the challenges, or opportunities to excel, when working in a joint environment?*

CSM McCONNELL: I think first, you have to clarify a joint environment. It's not only joint from a military service perspective, but also joint in terms of military, civilian and contractor personnel. I've served in organizations prior to coming here as command sergeant major, most recently for the Intelligence Security Command, and the composition of that organization is similar to DIA where there is a large number of military, civilian and contractor personnel.

One of the challenges is getting people to understand that there are different sets of rules that apply to military and civilian personnel, and to understand the peculiarities of military service and its associated requirements. I think the way to overcome this is through effective communications and utilizing every means available – whether it is written, verbal and electronic – to communicate better. The military can learn a lot from our civilian counterparts, and I think the civilians can also learn a lot from the military services.

An example is deployments. In the military, we do a lot of deployments. For some of the civilians who deploy to the ISG, this may be the first time they have deployed. So these individuals could ask a military member about some of the issues, some of the things they did to better prepare, not only for themselves but for their families as well. DIA does a very good job of pre-deployment training, but sometimes you really want to sit down and talk with someone who has done it numerous times.

And, part of the deployment process is the reintegration to work and family when they return. Not only for those with families, but for the single members of our work force as well. It is equally, if not more, difficult on them. They don't have a spouse waiting for them at the airport to greet them, or someone to take care of their personal affairs here in the States while they are deployed.

COMMUNIQUÉ: *What do you view as the greatest challenge confronting you as DIA SEA and how do you plan to address it?*

CSM McCONNELL: I think one of the greatest challenges is communication and having an understanding of military service requirements throughout DIA. Specifically, understanding that when service members depart here, they will return to their service elements. While here, they still are required to meet service specific requirements, training requirements and professional development requirements. Sometimes these military members may find themselves performing duties not normally associated with their particular occupational specialty during their DIA tour, and so it is incumbent upon DIA leadership to prepare those folks for success for basic military service after their assignment here.

COMMUNIQUÉ: *What steps are you taking to try and meet those challenges?*

CSM McCONNELL: I am getting the senior enlisted advisor in each directorate more engaged in supporting our enlisted workforce. I would also like to build on joint training opportunities. Examples include more involvement in the military familiarization course, which is an opportunity for the civilian workforce to get a better understanding about military service. Another is the orientation for supervisors of military personnel, which is a one-day seminar for supervisors of military personnel, so they can get a better understanding of the idiosyncrasies

of military service, training requirements, evaluations and why those things are important. Finally, I make a point of addressing every DIA 101 course, An Orientation to the Defense Intelligence Agency.

One of my long-range goals is to develop a mentorship program for the military members assigned to DIA, especially for those junior service members who find themselves in a directorate where they are the only military member in a particular section, or where they are the only Army, Navy or Marine service member in a particular section. The mentorship program will provide guidance for professional development advice, career opportunities, promotion potential and the like.

COMMUNIQUÉ: *What internal programs for DIA's enlisted workforce do you view as beneficial?*

CSM McCONNELL: The Top 3 Association is a forum for the senior enlisted personnel to come together and discuss ideas, bring issues to the table that affect senior enlisted personnel and to build esprit de corps and morale within the organization. Another organization that does this is the Junior Enlisted Advisory Council, which acts in the same manner for the junior enlisted personnel.

COMMUNIQUÉ: *You mentioned the DIA strategic goals earlier. Please explain some other ways that your office supports the strategic goals and objectives?*

CSM McCONNELL: The first portion of DIA's vision statement identifies the desired end state of integrating highly skilled personnel. And, integration to me means the combined efforts of military and civilians. And DIA, like all the services, is a values-based organization that relies heavily upon teamwork. Having spent almost 30 years in the military, I have a good understanding of what it means to be part of the values-based organization, as do many service members.

One of DIA's goals is achieving a skilled workforce, and that is achieved by working together and learning from each other. Training together and seeking knowledge through collaboration – that is communicating and working together.

Another key element with regard to the goals and objectives is providing a modern, secure and rewarding work environment where everyone has a chance to excel. This ties directly into my duty description: taking care of people and looking out for their health, welfare and their training.

I think the biggest challenge with regards to the strategic plan is getting people to read and understand it, and to understand that it does not make a difference whether you are an intelligence analyst, or an administrative professional, or a logistician. You are an integral part of this organization and you perform a vital mission.

COMMUNIQUÉ: *You mentioned communication many times throughout this interview. What are your plans to communicate issues with military, civilian and contractor personnel?*

CSM McCONNELL: E-mails, town halls and video teleconferencing meetings are the primary methods I use. My preferred method is the walkabout method; it is what I've always used and have always enjoyed.

I enjoy walking through the work spaces to see where people work. Talking to people, whether it's in the lobby or cafeteria in the DIAC, in the hallways or courtyard in the Pentagon or the foyer in Clarendon, you will be surprised by the amount of information you receive. Individuals are more relaxed and tend to be more forthcoming in these types of settings than they would in a formal setting.

> **"...if you dwell on past or present, you won't be part of the future... that's the approach this organization needs to take."**

COMMUNIQUÉ: *What else would you like the DIA workforce to know about you?*

CSM McCONNELL: I may not smile a lot but I am approachable. There is no issue too small; I welcome you to bring it to my attention. First, I would say to give your supervisors the opportunity to work through the issue. But, if there is an issue pertaining to the military or the civilians, please let me know. I have a direct link to the director, who is totally committed to taking care of our work force.

I really look forward the rest of my time at DIA no matter how short or long that may be. And I want folks to know I am committed to whatever it takes to improve morale within the organization. If it's not illegal, immoral or unethical, I'll do it!

MILESTONES

'Mr. FOIA' Retires

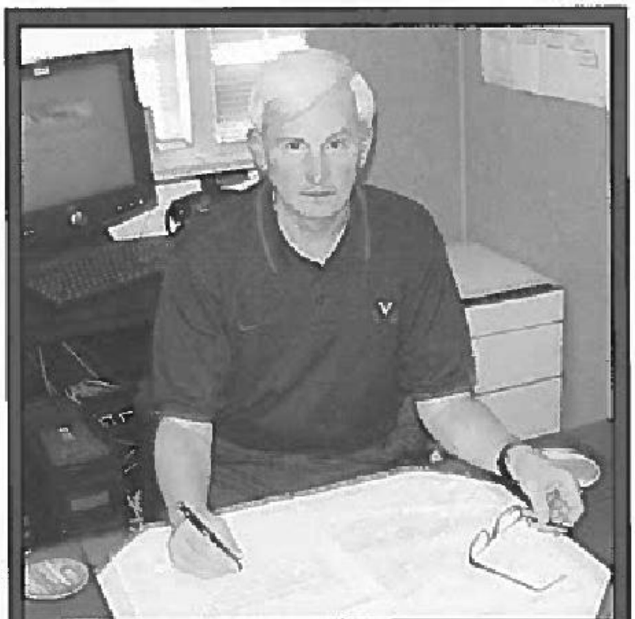
DIA Bid a Fond Farewell to Paul Richardson, Who Served as the Agency's "Point Man" for FOIA Requests

By Jack W. Tartella, DA

After serving as DIA's "point man" for more than 15,000 requests for information under the auspices of the Freedom of Information Act (FOIA), Robert P. Richardson is ready for a more relaxing environment and pace of life. On July 29, Richardson's friends and co-workers bid him a fond farewell with a potluck luncheon in the FOIA work spaces.

Paul Richardson (as he is known to those who worked with him) started his federal career in 1972, when he went to work as a fingerprint file clerk with the Federal Bureau of Investigation (FBI) at its headquarters. After proving himself to his supervisors and J. Edgar Hoover (yep, he knew the man), along with passing a rigorous written test, Richardson was promoted and assigned to the newly created FBI office that had the undefined mission of handling all incoming requests submitted under the U.S. law known as the Freedom of Information Act.

Much to the surprise of many DIA employees, the FOIA has not been a law since the founding of this country – it came into being because Americans serving in the U.S. Congress thought their countrymen had the right to ask their government what it knows and what it's doing with their money. According to Richardson, no one knew what the expected workload would be, and it was anticipated to cost the U.S. government about $1 million to handle the requests it received from the public.



Robert "Paul" Richardson at work on his final FOIA request before heading out for a no commute lifestyle.

After "topping out" at the exalted pay grade of GG-11, Richardson found an opportunity as the number-two person in DIA's FOIA office in 1985. He spent the next six years in the FOIA trenches, and estimates that he survived one reorganization each year.

By 1991, Richardson took advantage of the slot formerly assigned to a lawyer in the FOIA office that opened to non-lawyers, where he became the ad hoc supervisor of the agency's FOIA operation. Since then, the thousands of people who receive a response to their requests for information to DIA under the FOIA have come to know his name, and many have carried on lively correspondence with him, regarding their requests and DIA responses.

Richardson's most interesting and perhaps hardest FOIA case occurred while at the FBI pertaining to the three civil rights workers who were killed in Mississippi during the 1960's. The action involved the reading of hundreds of thousands of pages of information and detailed coordination with nearly every directorate within the FBI. As proved to be the case so many times later, Richardson gained inside knowledge about how the FBI investigated, and resolved the case.

The fun case of his career came his way at DIA, and was the quest for very specific photos from 1949 of Mount Ararat, in the search for the remains of Noah's Ark.

Concurrent with his distinguished civil service career, Richardson rose to the rank of lieutenant colonel in the U.S. Air Force Reserve, and has spent many two week "vacations" from DIA in various locations around the world as an intelligence officer. He is justifiably proud of his dual service to his country – first as a person involved as a piece of the access mechanism for Americans to gain knowledge of their government's activities, and second, as a military service member committed to the defense of this nation.

Although Richardson drove away into the sunset leaving the business of the DIA FOIA office behind him, we are sure his name will be on the address line of many requests for information received by DIA for years to come.

DIA Welcomes New Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in July 2004

By Office for Human Resources, DAH

Civilian Hires

Donna J. Abemathy, MD
Nickolas J. Abramo, DT
Robert R. Adams, DD
John D. Anderson, DI
Russell M. Anderson, DA
Michael R. Andriani Jr., DD
Lauren P. Arthur, DS
Diane M. Benjamin, DS
Jacqueline M. Bilowus, DS
Candice M. Bosack, DH
Emil P. Boudreau, DI
James Bradner, DS
Lawrence R. Brice, DS
Timothy J. Brown, DA
Carrie E. Callaghan, DI
Linda L. Casteal, DH
Kimberiey E. Clark, DS
Giacomo Colletti, DT
Roger A. Conatser, AE
Christiana Coyle, DI
Robert A. Cradduck Jr., DI
Jack G. Dale, DI
Nicole M. Dean, DS
Kristen K. Dedinsky, FE
Mary B. Dinh, DH
Catherine M. Doe, J2
Janice L. Don, DI
Margaret A. Doucette, DH
Maria T. Druke, J2
Patrick J. Dutton, DI
Matthew T. Eble, DI
Marlene C. Elderbaum, DH
Erin P. English, DI
Brian V. Farrell, DH
Thomas G. Felten, DH
Herbert J. Foard, FE
Daniel E. Folliard, J2
Femando L. Garcia Jr., DI
Michael E. Gilbertson, DI
Mariam Gillis, DI
Eddie D. Glover, DI
Carol W. Griffin, DI
Kasandra Y. Griffin, DA
Vanessa T. Guadarrama, DH
Marilyn J. Gunn, DI
Brady J. Hall, DI
Vanessa K. Hamilton, DA
James O. Helms, DH
Elton L. Howell, DA
Leif E. Jacobson, DI
Jynn Jang, DI
Finis B. Jeffery, DI
Adam L. Johe, DI
Juanita Jones, AE
Justin A. Kortanek, DI
Michael P. Kunkler, DH
Lareina M. Latimer, DI
William F. LeFever Jr., DT
Monica C. Lenard, DI
Burton I. Levine, AE
Tatum D. Lindsey, DI
Alice V. Ling, DI
Elaine Y. Liu, DS
Kara L. Lloyd, DA
Michael J. MacLachlan, DI
Abner B. Mann Sr., DH
Julie A. Martin, MC
Sarah E. Mazur, DX
Andrew M. McLean, DI
Pedro O. Milo, DI
Rachel H. Nakamura, DX
Sara M. Nickell, DI
Marie M. Nonord, DT
Daniel P. O'Reilley, DI
Matthew G. Osbome, DA
Robert C. Otto, DI
David E. Periowski, DI
Wilneld Pognon, DI
Mohammed N. Qureshi, DI
Katrina A. Reisinger, DA
Alexander J. Rossmiller, DI
Nella M. Scalora, J2
Elizabeth A. Schloesser, DI
Dwayne E. Scott, DH
Nancy E. Scott, MD
Edward R. Sim, MC
Dorothy M. Singleton, J2
Brandi J. Sitler, DI
Nnamdi J. Small, FE
Jennifer H. Spooner, AE
Brett A. Stem, DA
Alexandria R. Stevens, DI
John F. Stoker, DH
Karen M. Sudkamp, DI
Crystal H. Swain-Bates, DA
Thomas M. Taylor Jr., DH
Steven D. Thompson, DI
Calleen R. Torch, J2
Mary J. Tully, AE
Brigit E. Waldmann, DI
Robert C. Ward-Hunt, DT
Douglas A. Wiest, DH
Tier T. Williams, DA
Sandra L. Woodard, FE
Esther L. Woods, AE

Active Duty Hires

Army:
MAJ William E. Acheson, DI
SSG Edward M. Andrews, DA
CW2 Frank P. Augusto, DH
CW2 Gary L. Berger, DH
LTC Matthew L. Brand, DH
SFC Darrell A. Brown, DS
MAJ Joy W. Carter, DI
CW2 Gina T. Detwiler, DI
COL Orlando J. Femandez, DI
LTC Paul J. Flynn, DH
CPT Tammy L. Francisco, DA
COL Timothy H. Frank, J2
SSG Todd L. Frantz, DH
MAJ Michael J. Janser, DI
COL John C. Karch, DA
SPC Tyra M. Lavalais, DI
LTC Joy A. Leapheart, DX
LTC Scott G. Messinger, DI
MAJ Ralph E. Miller, DT
MAJ Steven G. Millward, DI
CW2 John A. Oliveira, DH
LTC Mark C. Patterson, DH
LTC Jonathan M. Payne, DI
CPT Seanandre W. Powell, DA
COL Grady G. Reese Jr., DH
CW2 David E. Roberts, DI
MAJ Sande J. Schlesinger, DH
LTC David H. Stapleton, DI
LTC Lutie J. Strife, DH
LTC John A. Viaene, J2
LTC Gregory L. Vrentas, DI
SSG Gary D. Wells, DS
SSG Marquetter K. Wells, DH
SSG Irish A. White, DT
LTC Scott E. Womack, DH

Navy:
CAPT Frank Buerger, DH
CDR David M. Depman, DT
LCDR Thomas M. Henderschedt, DH
CTM2 Lawrence H. Jefferson, DS
LTJG Colleen M. Lowe, J2
CDR Valerie A. Ormond, J2
CDR Agustin L. Otero, DI
LTJG Mateo E. Robertaccio, DI
LT Bryan C. Roskos, DT
CDR Gerald Sherrill, MC
CDR Terrence P. Sutherland, DX

Marine Corps:
GySgt Ligerald Jones, DA

Civilian Personnel Update

Civilian Retirements, Anniversaries and Promotions in July 2004

By Employee Benefits and Services, DAH-4

Civilian Retirements

Francis N. Chen, DT
Timothy E. Clagg, DI
Lawrence M. Kovach, DI
Gerald A. Lambrecht, DT
Rix M. Mills, DI
Marilyn K. Tarvin, DI
Thomas F. Wert III, DI

Employee Celebrating 40 Years Federal Service

Toussaint C. Griffin, DS

Employees Celebrating 35 Years Federal Service

Judith P. Antonitis, DA
Mattie O. Brown, FE
Elizabeth Hennigan, DA
Don A. Slaymaker, DI
Brenda K. Zelibor-Richards, DS

Employees Celebrating 30 Years Federal Service

Florence C. Abney, DI
John J. Aclin Jr., DI
Thomas N. Baker Jr., J2
Dorothy H. Blackwell, MC
Howard B. Buchanan, DA
Norman R. Denny, DI
Ross E. Dzwonczyk, DI
Michael R. Freed, DX
K. Susan Friedlander, DX
Lona T. Ichikawa, FE
Brian S. Kinsey, DA
Lori A. Kreger, J2
Paul F. Langley, DT
Bruce R. Quigley, FE
Karren E. Scott, DX
David I. Silvers, CTO
Christopher B. Yates, DX
Guy G. Ziegler, DS

Employees Celebrating 25 Years Federal Service

Carol L. Campbell, DS
John J. Devine, CTO
Cynthia K. Geis, DI
Brenda W. Glasbrenner, J2
Daniel S. Mauck, DI
Laurie A. McMahan, DS
Hector M. Medina, DS
Lisa L. Morgan, DI
William T. Stoakley, DI
Kathy L. Williams, J2

Employees Celebrating 20 Years Federal Service

Mario E. Balakgie, DS
Sherma K. Donovan-Beckford, FE
Roseann C. Eichelberger, DI
Evelyn A. Francisco, DA
Jacquline D. Graham, DA
William E. Hiestand, DI
Sonya R. Medlock, DI
Linda D. Morrow, DH
Mark A. Stedham, DI
Michael P. Vaske, DT
Paul H. Vivian, DI

Employees Celebrating 15 Years Federal Service

Matthew A. Boczek, DI
Catherine A. Dudley, FE
Mark K. Harrison, DX
Erika R. Holmes, DI
Alita D. Hunter, DS
Jeannie L. Kinzler, DH
Angela R. Middleton, DS
Marcia D. Parker, J2
Jennifer L. Snellings, DI
Ronald D. Swenson, DI
Charlotte L. Timberlake, DS
Margaret T. Watson, DI
Yonnette G. Weithers, DI

Employees Celebrating 10 Years Federal Service

Joy M. Miller, DI
Avery N. Penn II, DH

DIA Promotions to DISES/DISL

Robert E. Allen, J2
James J. Detjen, DI
Brian E. Overington, DI
Jeffrey M. Rote, J2

DIA Promotions to GG-15

Reginald D. Brown, DI
David L. Church, DH
Irvin E. Daniel, DH
Robert W. Gallagher, DH
Charles W. Walker Jr., DT
Lee A. Wright Jr., DH

DIA Promotions to GG-14

Laura B. Aiello, DT
James K. Ballmer, FE
Karen L. Cross, FE
Colin J. Eckman, DI
Michael J. Gallardo, DI
Theresa F. Hauck, DT
Ronald E. James, DI
Michael C. Kosak, J2
E. Timothy Latta Jr., DI
Amy L. Manclark, DH
Lee W. Putnam, DI
John E. Rodriguez, CTO
Joseph M. Rogers, DI
Jeremy R. Sansbury, DS
Jennifer M. Squires, DI
Kenneth M. Stanley, J2
Miaie H. Sung, DI
Robert E. Von Bostel, J2

DIA Promotions to GG-13

Sebastiao M. Avila, DA
Darren S. Block, DI
Joseph E. Boeckx, J2
Machele C. Brown, FE
Christina M. Carillo, J2
Ingrid F. Carlson, J2
Donald E. Font, DH
Evelyn A. Francisco, DA
Beverly A. Gaffner, DA
Lisa M. Hill, DA
Cynthia L. Jessop, FE
Todd S. Myers, DT
Jeffery M. Nellus, DH
Richard L. Payne, DS
Janet L. Phillips, DA
Prem E. Saggar, DS
Carly A. Scott, DA
Larry M. Senger, J2
Heather L. Smigowski, J2
Mathew T. Van Waes, DA
Michael S. Willner, J2

DIA Promotions to GG-12

Shannon L. Cornwell, DI
Jonathan R. Davis, DI
Melinda M. Hayman, OG
Alexandra N. Heestand, J2
Lawrence J. Lee, DI
Tina M. Morris, DH
Lisa F. Purvis, DI
Jonathan M. Scheina, J2
Carly A. Scott, DA
Derek H. Westray Jr., DI
Tiovy F. Wilmoth, DI
Cristina M. Wortham, DI

DIA Promotions to GG-11

Michael S. Chaykovsky, DI
Felicia D. Coward, FE
Justin N. Cutting, J2
Craig A. Dudley, DI
Amanda M. Eiswerth, AE
Joshua J. Erickson, DI
Jessica A. Gagliardi, DI
Clay G. George, DT
Gary K. Ho, DI
JoAnn J. Kim, DI
Beverly A. Long, DH
Gerlinda Y. Smith, AE
Barbara J. Werre, DI
LaTanya R. Wooten, FE
Chalessa T. Young, DA

DIA Promotions to GG-10

Mary C. Barnes, DH
Patricia M. Clough, DI
Mary S. Elkins, DI
Jesse R. Fairall, DI
Gloria A. Greear, J2
Deborah B. Harding, DI
Judith M. Jenkins, DI
Nichele R. Jiles, DI
Patricia A. Osgood, DI
JoAnn H. Seapy, DI
Albert H. Spraggins, DA
Carolyn R. Vaden, DA
Victoria A. Vidos, DS
Luke L. Zheng, DI

DIA Promotions to GG-09

Taylor C. Call, DI
Chad W. Ensley, DI
Linda I. Etim, DI
Chad M. Gorman, J2
Tisha J. Graham, DI
Kenneth A. Haglan, DI
Meghan L. Harrison, DI
Addie L. Newman, AE
Nicole A. Nucelli, J2
Tracey N. Orr, DT
Hester B. Parson, DA
Marie A. Rodriguez, J2
Tiffany S. Tyler, DI
Diego H. Ugarte-Carlos, DI
Jack E. Winston, J2

DIA Promotions to GG-08

Linda S. Evans, DA
Larry R. Gibbs, DA
Katherine E. Hall, DI
Elizabeth M. Perry, J2
Chelsea L. Pierce, J2
Prem E. Saggar, DS
Shaun S. So, DA

DIA Promotions to GG-07

James E. Hall Jr., DA

Military Personnel Update

Military Promotions, Selections, School Graduations and Awards in June and July 2004

By Military Personnel Division, DAH-3

Army Promotions

COL Mark B. Chakwin, J2
LTC William G. Apigian, J2
SFC Deanne C. Dunn-Smith, DI
SFC Timothy S. Slone, DH
SSG Dale E. Clarke, DH
SSG Cory L. Coleman, DH
SSG Jarrett W. Kahn, DH
SGT Debbie S. Watson, DS

Air Force Promotions

Lt Col James E. Buchman, DX
Lt Col James E. Roberts Jr., DT
Capt Raymond T. Truong, DH
MSgt Douglas Anderson, DH
MSgt Clara R. Brinkmeier, DH
MSgt Charles R. Byrd, DH
MSgt Regina A. Posey, DA
MSgt Kevin M. Ryder, DI
TSgt John R. Cerrito, DS
TSgt Michael D. Isenburg, DI
TSgt Angela D. Marcoux, MC
SSgt Scott R. Watson, DI

Navy Promotions

CTA1 Dwight M. Holmes, DS
IS1 Tanetre Nalamliang, DH
IT1 Justin H. Rue, DS
CTA2 Crystal D. Byers, DS
YN2 Kethurah I. Clarke, DI
CTA2 Keith R. Coronel, DH
CTT2 Maegen J. Fletcher, DT
LI2 Eric M. Lopez, DS
CTA2 Lindsay M. Pogany, DS
CTA2 Lisa M. Reinhardt, DA
CTA3 Kourtnei N. Holmbo, DS
DM3 Russell H. Yerkes, DA

Marine Corps Personnel Selected for Promotion

GySgt Thomas T. Devine, MC
GySgt David R. Donnelly, DH
GySgt Rigoberto Herrera, DH

Army Advanced NCO Course Graduate

SFC Kenneth A. Daniel, DA

Air Force NCO Academy Graduate

TSgt Brian Allison, DH
TSgt Pablo L. Sanchez, DH

Personnel Awarded DIA Joint Military Awards for the 2nd Quarter, FY 2004

DIA Company Grade Officer:
1st Lt Rashad E. Howard, USAF, DS

DIA Senior Enlisted Member:
TSgt Douglas C. Anderson, USAF, DH

DIA Junior Enlisted Member:
SSgt Chavis E. Jefferson, USAF, DA

Personnel Awarded DIA Military Service-Specific Awards for the 1st Quarter, CY 2004:

Army Senior NCO:
SFC Margaret A. Webbert, DH

Army Junior NCO:
SSG Joseph C. Sacci, DH

Army Soldier:
SPC Eric M. Bartholomay, J2

Air Force Senior NCO:
MSgt Jerry D. Temple Jr., DI

Air Force Junior NCO:
TSgt Clara R. Brinkmeier, DH

Air Force Airman:
SrA Christine E. Kugelman, DS

Navy Senior Sailor:
Petty Officer 1st Class Racheal R. Parks, J2

Navy Junior Sailor:
Petty Officer 2nd Class Melissa A. Bell, DH

How I Spent My Summer Vacation

Interns Gained Valuable Work Experience and Interacted with Personnel Throughout DIA

By Kate S. Worley, DX

During the first semester of my international affairs graduate program at the University of Pittsburgh, I was advised by my professors and career advisors to apply to DIA's summer internship program. I knew that many qualified students would be competing for the relatively small number of available positions, but I realized that DIA is one of the best places for hands-on experience with the intelligence community.

I feel very privileged to have been among the 50 students selected for DIA's summer internship program. I was placed in the Directorate for External Relations in the Office for Public Affairs (DXP), due to my undergraduate studies in communication and work experience in the field. Currently, I am working on a master's degree in security and intelligence studies and, through DXP, I was able to explore all that DIA has to offer.

As an intern in DXP, I had the chance to work on many challenging projects. I worked on a new DIA news program with Petty Officer 1st Class Todd A. Holowasko with DIA Video Services, by developing the script and interviewing subjects. The production of the news program is still underway, and when completed, will provide employees with current, unclassified information of new agency activities and projects.

I also developed detailed talking points on issues in the news that the U.S. military attaché designates used with their foreign counterparts during the Joint Military Attaché School-hosted Foreign Attaché Reception. I even had the opportunity to attend an attaché policy luncheon hosted by Vice Adm. L.E. Jacoby, where he accredited four new defense attachés from Chile, China, Peru and Uruguay, to the corps of defense attachés.

Another summer assignment was to work with Public Affairs Officer Ken Gerhart in assembling media highlights for DIA Director Vice Adm. L.E. Jacoby. I researched current articles during the previous six months on detainees, prisoner abuse and interrogation procedures, and compiled the final report with Gerhart. The project gave me insight into what public affairs officers are tasked with on a daily basis.

Frank Bartos, another DXP intern, and I were responsible for making an intern video that highlights the valuable aspects of the DIA internship experience. Interns volunteered their time to be interviewed on camera and discussed topics such as intern diversity, their DIA work experience and intern activities. The video will be posted on DIA's unclassified web site and used for future intern recruitment.

Cyril May and Kate Worley, take in one of the 17 miles of corridors in the Pentagon.

The intern program has allowed me to interact with many of the DIA analysts and executive personnel. I met with an analyst in the Defense Warning Office who gave me an in-depth overview of the analytical process. I also spent an afternoon in the Underground Facilities Analysis Center and the Command and Control Office, and in the Office for Congressional Affairs. Since I am focusing my graduate studies on terrorism, my briefing with the Joint Intelligence Task Force for Combating Terrorism was extremely insightful. I learned a great deal about the intelligence community that will be valuable as I enter into my final year of graduate school.

My DIA internship was not only a great work experience, but a fun and enjoyable way to spend my summer. Every day has been a new and dynamic experience. I had the opportunity to see former Director of Central Intelligence George J. Tenet's farewell speech to the DIA work force, I attended one of Secretary of Defense Donald Rumsfeld's press briefings and I heard Deputy Secretary of Defense Paul Wolfowitz testify before the House Armed Services Committee at an intelligence community reform hearing. Working in the Pentagon and being a part of the intelligence process has been more rewarding than I ever imagined.

Through the DIA internship program, I know I want to pursue a career in intelligence.

Horizontal Integration

The Transformation Roadmap for U.S. Intelligence and the National Security Community

By Keith E. Herrington, OG

The national security community is engaged in the most comprehensive transformation of its policy, structure and capabilities since first envisioned by the National Security Act of 1947. Horizontal integration is a critical component of this transformation effort and begins the process of moving from an intelligence-provider centered environment to one driven by the consumer, be it a warfighter, a senior leader, an analyst or any other consumer who needs actionable information to make a decision.

The Case for Change

Recent experiences at home and abroad bring into clear focus the magnitude and complexity of challenges and asymmetry of threats confronting our nation in the 21st century. These experiences also highlight the risks and consequences we face by not fully understanding our adversaries and proactively putting that knowledge to use. Intelligence and how we use it, continues to represent a first line of defense against adversaries that would do harm to our nation and our way of life.

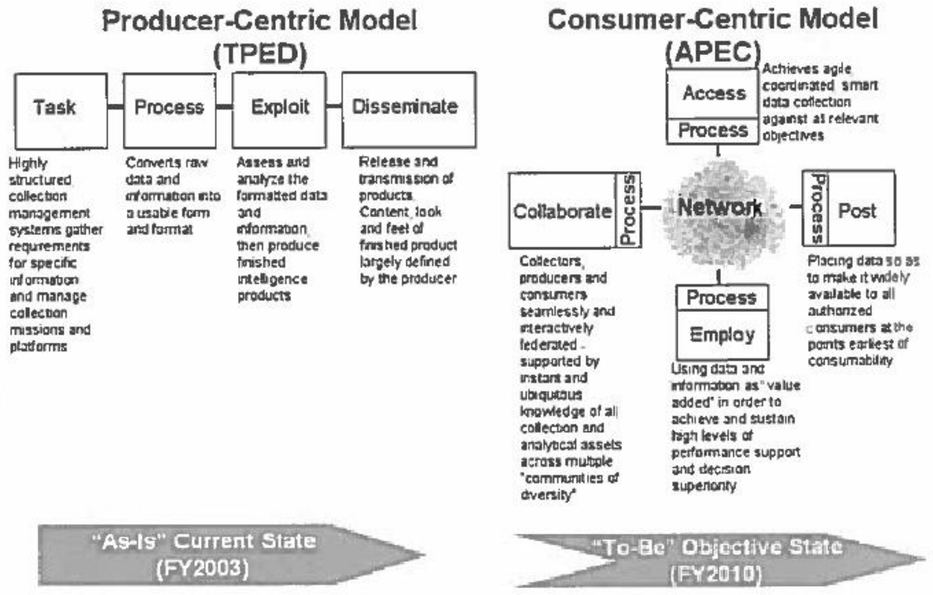
The National Security Strategy of the United States addressed this strategic imperative by directing the government to transform the nation's intelligence capabilities and build new ones that keep pace with the evolving nature of these threats.

This national strategy requires the integration of intelligence with our defense and law enforcement communities and its coordination with our allies and friends.

In mid-2003, the Under Secretary of Defense for Intelligence, and the Assistant Director of Central Intelligence for Collection, initiated a multi-agency effort to explore and formulate a vision of a national security community, and the processes and capabilities it needs to acquire, synchronize, correlate and deliver data to ensure success across all policy and operational missions.

What Is Horizontal Integration?

At its heart, horizontal integration (HI) is about getting the right data to the right user at the right time. In order to accomplish this, HI must:


Producer-Centric Model
(TPED)
Task
Process
Exploit
Disseminate
Highly structured collection management systems gather requirements for specific information and manage collection missions and platforms
Converts raw data and information into a usable form and format
Assess and analyze the formatted data and information, then produce finished intelligence products
Release and transmission of products. Content, look and feel of finished product largely defined by the producer
Consumer-Centric Model
(APEC)
Access
Process
Achieves agile coordinated smart data collection against all relevant objectives
Collaborate
Process
Network
Process
Post
Collectors, producers and consumers seamlessly and interactively federated - supported by instant and ubiquitous knowledge of all collection and analytical assets across multiple "communities of diversity"
Process
Employ
Using data and information as "value added" in order to achieve and sustain high levels of performance support and decision superiority
Placing data so as to make it widely available to all authorized consumers at the points earliest of consumability
"As-Is" Current State
(FY2003)
"To-Be" Objective State
(FY2010)

Improving The Intelligence Process

- Transition the intelligence community (IC) from a provider-centric construct focused on inputs, to a mission-centric construct focused on outcomes.
- Move from data ownership to data usability to maximize value to consumers across the enterprise.
- Ensure all consumable data meets network-centric standards and is broadly available to all consumers at the earliest point of consumability.
- Require the end-to-end management and integration of all enterprise information and intelligence functions, including: requirements, tasking,

EARLIEST POINT OF CONSUMABILITY

Data is processed only as much as required to render it useful and usable to consumers. The least possible handling and/or manipulation of the data takes place between the sensor/collector and the consumer, emphasizing timeliness of delivery. Relevant data is available, securely, without regard to the method of collection, to those that need it and have the ability to add value to it. Broad transparency is provided into data currently available, requirement management and collection activities. This concept recognizes that the earliest point of consumability varies widely across and within the national security community and its various mission areas.

collection, operations, content management, correlation, exploitation, fusion and analysis.

But HI is about more than just information sharing; it is also about:

- Having the DoD, the IC and the homeland security community all operating as a collaborative, integrated enterprise; not a loose confederation of stove-pipes.
- The continuous alignment of programs with strategic objectives to ensure more effective and efficient use of scarce resources.
- Implementing a new operating model to provide a competitive advantage based on speed, precision and agility; transition to a mission-centric construct; develop tailored persistence and dynamic tasking; and provide access to data at the earliest point of consumability.
- Integrating people, technology and sensors horizontally across programs rather than vertically within disciplines.

A Transformational Framework

HI establishes a framework leading to changes in policies, processes, management, mechanisms and operations to ensure intelligence capabilities are employed as an integrated, interoperable enterprise across the national security community.

To make concept reality, a strategy is being developed that establishes clear goals, begins to break down the stove-pipes that surround disciplines and articulates a cogent roadmap that transforms intelligence capabilities and resources from 20th century optimization to 21st century advantage.

The HI strategy synchronizes capabilities, aligns programs to requirements and objectives; and enables the national security community to better collaborate on and coordinate the development and management of its capabilities more efficiently and effectively.

Conclusion – A Beginning

HI is not simply another approach to management; rather it involves the fundamental redefinition of the intelligence consumer and their needs, reengineers core processes and develops new capabilities.

Renaissance philosopher Nicolo Machiavelli observed that there is nothing more difficult than changing the existing order of things. Horizontal integration is a change-mechanism intended to transform how we conduct intelligence today. It is, in essence, a roadmap for the transformation of U.S. Intelligence and the national security community, a necessary first step in meeting the challenges and opportunities of the 21st century.

A Great Opportunity for Summer Interns

The 2004 Summer Intern Class Acquired Valuable Work Experience at DIA

By Frank P. Bartos, DX

The 2004 summer interns began their internship endeavor with an eventful day of introductory briefings. The general atmosphere of the first day was fairly casual, which allowed the interns to socialize with each other and subdue any first-day apprehensiveness. During the introductory process, the interns soon recognized the dedication to the summer intern program when Vice Adm. L.E. Jacoby and other senior leaders hosted a welcome breakfast for the interns.

DIA interns have discovered the many opportunities that the agency offers, regardless of the office to which they are assigned.

Sunita Shaw, who worked as an analyst in the Europe Branch, Directorate for Intelligence, J2, was eager to begin working at DIA, and the welcome breakfast provided her a unique start. "I was really impressed to see the director on the first day. I enjoyed having a candid conversation with Vice Adm. Jacoby and Maj. Gen. Ronald Burgess who I actually report to."

DIA allows students from a variety of backgrounds to assist in substantive work that contributes to the agency's mission. "I needed to gain practical experience to enhance my career path and DIA offers all of that, an exciting work environment and the opportunity to serve my country," said Nick Reddig, who will graduate from the University of Michigan this fall. Reddig worked as a marketing intern in the Integration Management Office, Directorate for Information Management. He gained that experience and hopes to begin working permanently at DIA in December.

DIA makes an effort to assign students to particular directorates based on their academic and professional backgrounds. Most interns have the opportunity to work in fields that adhere to their studies and expertise. Ravi Satkalmi is studying international relations at Johns Hopkins University, and was an analyst assigned to the Asia/Pacific Branch, Directorate for Intelligence, J2. "The DIA offered an ideal opportunity to directly apply my studies and professional experience to build a foundation for a career in public service."

Other interns like Joseph Fulmore was matched in an office completely unrelated to his major. Fulmore is an information science and systems major and worked as an analyst in the Assessments Division of the Office for Strategy and Plans, Directorate for MASINT and Technical Collection. "Currently the department I am with does not necessarily flow with my major, but it has opened my mind into other areas of this agency and utilizes my other skills that I have become proficient with."

DIA interns were given ample opportunities to explore the intelligence community and learn how other agencies interact with DIA. The Central Intelligence Agency (CIA) and the National Security Agency (NSA) briefed interns on their objectives and how they relate to DIA. The Office of Naval Intelligence (ONI) provided a tour of their facility and explained its role in the intelligence community.

Wen-Hao Lu, a financial resource manager in the Finance and Accounting Office, Office of the Chief Financial Executive, was fortunate to participate in many of these briefings. "We were allowed to go on a lot of tours like the Pentagon and ONI which were a lot of fun. The CIA and NSA came to brief us. It was really interesting; I've never been exposed to classified information before."

Attending briefings, coupled with the chance to meet with officials from various directorates, allowed interns to learn the organizational structure of DIA. Many office chiefs were willing to meet with interns and discuss the role their particular office entails. These experiences were valuable in that interns were able to apply to work in offices that spark their interests. I personally was fortunate to visit a number of directorates during my internship such as several offices in the Directorate for Analysis and J2, and I now feel that I have more control regarding my career path.

These rewarding experiences were possible because of the coordination implemented by Chalessa Young, student programs coordinator with DIA's Office for Human Resources. Young recruits summer interns and

makes all the arrangements for their in-processing. She was extremely helpful by assisting interns with their resumes for permanent employment.

Kate Worley worked as a public affairs officer in the Office for Public Affairs this summer, and is one of many interns who appreciated Young's efforts. "Chalessa was always accessible to the interns and interacted with them on a social level as well. Through the briefings that Chalessa organized, the interns were able to have a well-rounded and beneficial experience while working for the DIA."

The 10 week summer internship program from June through August only presents interns with a snapshot of DIA; however, the experiences will be long-lasting and beneficial to all of us. Many interns will be accepting conditional offers of employment when the internship concludes, proving the resounding success of the summer program. I personally found this internship to be tremendously rewarding and hope to return to DIA in the near future.

DIA's 2004 summer interns join Vice Adm. L.E. Jacoby, DIA director, for a welcome breakfast at the DIAC.

Operation "Enduring Construction"

The DIAC Cafeteria Renovation will Transform the Kitchen, Serving and Seating Area, and Offer New Food Options

By Terri L. Skender, DA

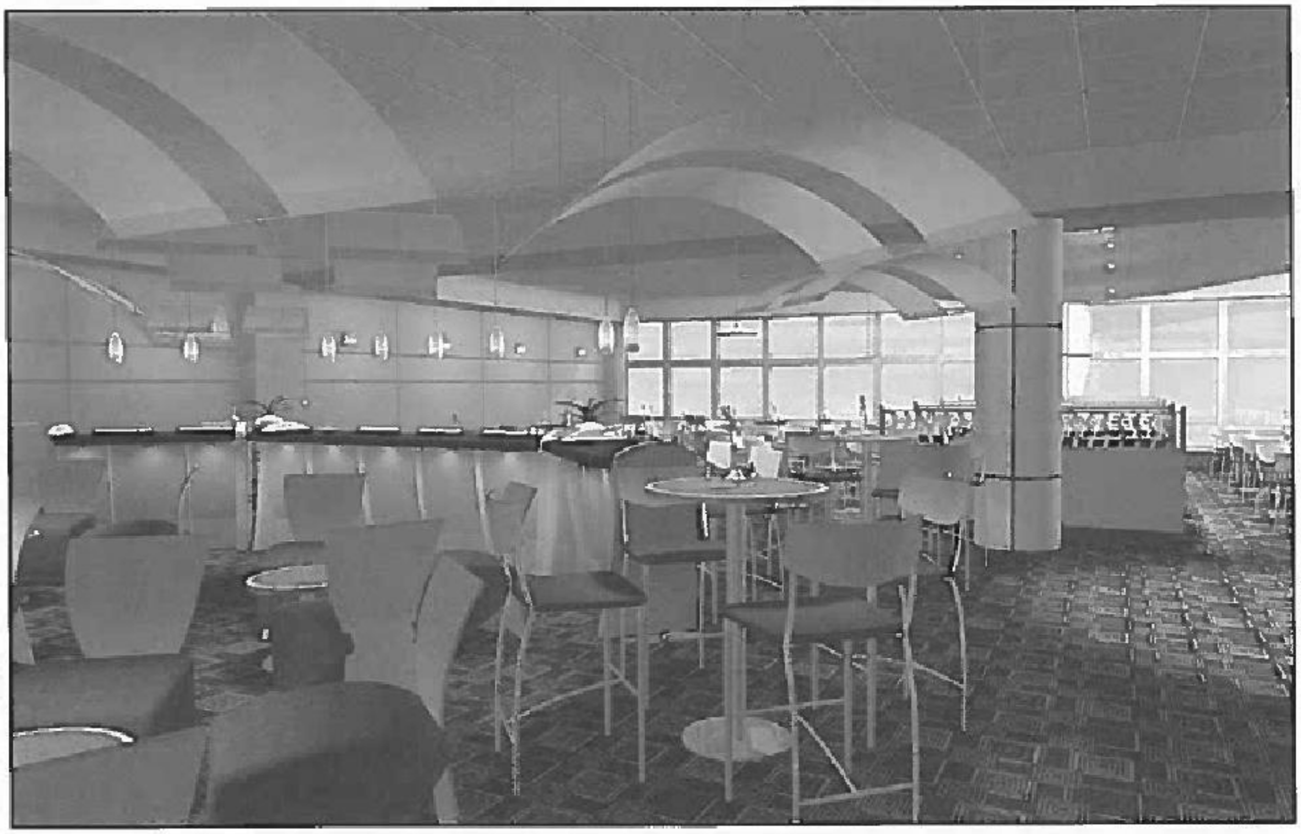
Those of you who have been in the DIAC recently have probably noticed some exciting changes happening in the cafeteria. Not only is the serving area, the seating area, the kitchen and the Bowman Room being renovated, but there will be new food options available to you as well.

The cafeteria/kitchen renovation is taking place in three phases. Phase I is currently ongoing and includes renovating the serving area, half of the kitchen and half of the seating area. This phase is scheduled for completion in September. Phase II completes the other half of the kitchen as well as the seating area; this is scheduled for completion in October. Phase III will be completed in December with the renovation of the Bowman Room.

The opening of the first renovated seating area on the east side of the dining room will seat 275 people. The capacity of the sitting area will incrementally expand to 350 and then finally expand to 512 by the end of October. The Bowman Room will seat 80 people once completed.

The new seating area will include booths, tables and chairs and a sports bar. All booths will have access to electrical outlets and unclassified network connectivity to allow the workforce to use unclassified laptops. The sports bar area will include bar stools, round tables and large flat-screen TVs. A sample of the cafeteria's carpet and finishes are available for viewing in the DIAC lobby.

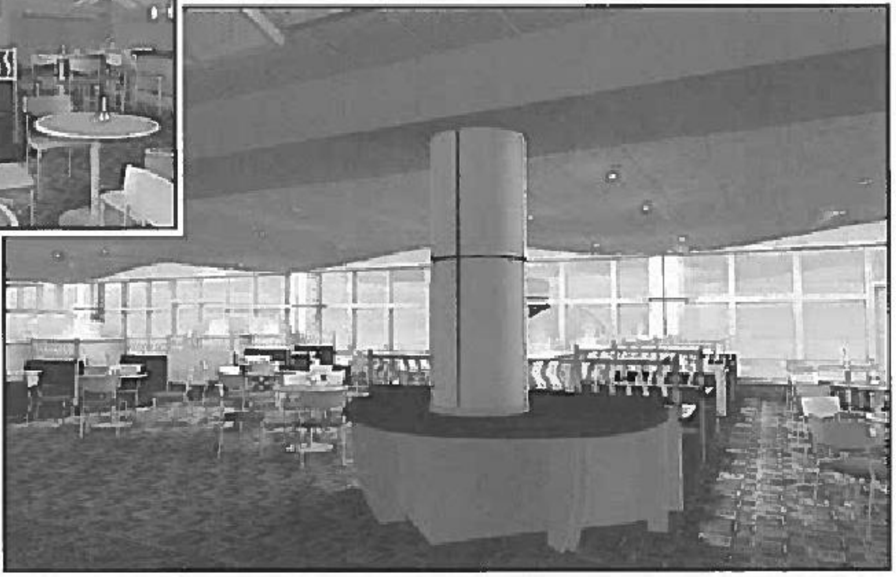
The kitchen upgrade will provide much needed improvements to the infrastructure. The kitchen drains; electrical conduit; heating, ventilation and air conditioning; and grease ducts will be replaced to improve the overall efficiency and capacity of the kitchen. An example of a section with the clogged drain can be seen on display in the DIAC lobby.



In addition to renovating the cafeteria, there will also be a change in the food service vendor. When the Office for Engineering and Logistics Services (DAL) began looking for a new food service vendor, it wanted one that would provide first-class service to DIA employees using a name-brand identity concept and operational systems, along with procedures used by fast food chains. To fulfill its requirements, DAL partnered with the Navy Exchange Command (NEXCOM) since they have an experienced and well-trained staff, implement best business practices, offer the best brands based on empirical data, are the best proven operators in the business, offer a wide selection of brands and offer flexibility to change brands that do not appeal to DIA's workforce.

NEXCOM's primary food service vendor for DIA is Nature's Table, which began serving a reduced menu March 29. The Java City coffee bar and Freshens Smoothie bar opened in the DIAC lobby June 1. In August, Nature's Table will begin serving a full menu of sandwiches, salads, soups and hot entrees, along with the opening of Wendy's and Mama Ilardo's. Wendy's will serve a full menu and Mama Ilardo's will serve pizza, hot submarines, salads and other specialties.

As you can see, big changes are underway in the cafeteria. Your patience is appreciated during construction and hope you will enjoy the upcoming improvements.



DIAL London Celebrates its 40th Anniversary

DIALL is an Integral Part of the Special Relationship Between the U.S. and its Closest Ally, the U.K.

By Walt L. Barrows, DX

August 26 marked the 40th birthday of the U.S. Defense Intelligence Liaison Office in London (DIALL). For four decades, DIALL has been an integral part of the special relationship between the United States and its closest ally, the United Kingdom. Indeed, military intelligence relationships between the two countries were already strong when DIALL came into being, which coincided with the establishment of the U.K. Defence Intelligence Staff (DIS) in 1964.

The DIS is our host in London. Indicative of how closely DIA and the DIS work together, our office is located in DIS spaces, just as our U.K. counterpart, the British Defence Intelligence Liaison Staff, is located in the DIAC.

As the DIALL chief, I am accredited to the Chief of Defence Intelligence Lt. Gen. Andrew Ridgway, as DIA Director Vice Adm. L.E. Jacoby's personal representative. My staff of six enjoys excellent rapport with the DIS workforce. Indeed, one of us, Sandra Gemmell, is a "Brit" herself. Having worked in the DIALL for 23 years – more than half its lifetime – she is the consummate liaison officer, knowing the quirks and foibles of both sides, anticipating misunderstandings before they occur and interpreting our "common language" to each other.

The DIALL mission is to promote the exchange of defense intelligence reports, assessments, estimates and views; foster cooperative research, analysis and assessments; and facilitate other cooperative efforts on matters of mutual interest. It is worth noting that we support the wider U.S. military intelligence community, service centers and combatant commands, as well as DIA. In pursuing this, our activities cover all points of the intelligence cycle:

- Planning and Direction. We strive to assure a common intelligence picture through exchange of views on strategic intelligence. In recent years, this has extended to support for military operations. During Operations Enduring Freedom and Iraqi Freedom, DIALL worked at a furious pace to transmit gigabytes of information in both directions to assure situational awareness and information sharing on key battlefield activities such as targeting. Moreover, we facilitate dialog between DIA and DIS leaders on critical transformational concerns: cultural change, training, information management and the way ahead.

- Collection. Human intelligence and measurement and signature intelligence are DIA's main contribution in the field of collection. It is with these two disciplines that DIALL is most active in assisting mutually beneficial activities.

- Analysis. In addition to facilitating formal exchange of documents and reports, we promote informal contacts between analysts on both sides of the Atlantic. We help set up video teleconferences, assist secure phoning and faxing and pass drafts back and forth to aid dialog. The more "chatter," the more formal burden-sharing arrangements are being underpinned by true intellectual exchange. Visits and conferences often strike an especially productive balance between the formal and informal sides of interaction. Last year, DIALL supported 633 official visitors to London.

- Dissemination. DIALL not surprisingly has shifted during recent years toward electronic dissemination. We presently use seven separate systems:

– JWICS, for "high-side" communications with DIA and others in the U.S. intelligence community.

– SIPRNET, for secret-level communications with the U.S. operational community.

– STONE GHOST, for repositories of the U.K., Canada, Australia and the U.S. This is the main mode of connectivity within the "four eyes" community.

– TOUCHSTONE, the U.K. equivalent of Intelink.

– Corporate Headquarters Office Technology System (CHOTS), the principal secret-high link within the U.K. Ministry of Defence.

– Internal office local area network, for communications among DIALL members.

– NIPRNET, for unclassified e-mail and a link to the internet.

"Write for Release" is our principal dissemination issue. Too often, DIA analysts and collectors originate reports that with the NOFORN caveat needlessly restrict sharing with key allies such as the British. In many of these cases, after a NOFORN report is published, we request it be further processed for foreign release. The result is lost time and wasted resources. DIALL urges

all report-writers to keep in mind the write for release principles emphasized in DIA 302, Foreign Disclosure Course.

An important principle of liaison work is that formal relationships can be more productive if bound tighter with personal ties. The foreign official you deal with will likely be more trusting and cooperative if you are amiable acquaintances or even friends. DIALL encourages this through social events such as receptions and luncheons.

One of the most popular get-togethers is "The Most Noble Order of Colonial Friday." Each month, DIALL or one of its counterpart liaison offices from Australia, Canada or New Zealand, hosts a party for analysts and others in the DIS. One or two new DIS members are inducted each time. Needless to say, these are enjoyable occasions, where people have a chance to unwind and share a joke or two. They promote analytical cross-talk, ease social networking and help solidify personal relationships.

DIALL works closely with our colleagues from Australia, Canada and New Zealand. We've even started taking field trips together, to outlying installations such as Government Communications Headquarters, National Security Agency's counterpart, in Cheltenham. DIALL also enjoys excellent relationships with U.S. Defense Attaché Office London and other elements at the U.S. embassy.

DIALL provides administrative services for the nine American exchange officers attached to the DIS. Four of them are from DIA, the others coming from each of the service intelligence centers. Yet another example of close U.S./U.K. intelligence ties, exchange officers work for and within their host agency, applying their analytic specialties just as they would at home.

It's a privilege to be assigned to DIAL London. Not only is it important work, contributing to our most important international partnership, but London is a world-class city, the United Kingdom is an endlessly fascinating country and the British are a pleasure to deal with. It is a most satisfying experience.

Above: Chris Birner, Sandie Gemmell and Pam Sloan prepare to host a DIALL reception.

Below: U.K. Minister of State for the Armed Forces, Adam Ingram, is greeted by DIALL Chief Walt Barrows (left) and Head of Delegation Jack Sweeney (center) at the AUSCANUKUS Land Warfare Technical Intelligence Conference.

JMIC Graduation Ceremony

The August 13 Ceremony Recognized the Accomplishments of Community Intelligence Professionals

Superhero's Secret Identity Revealed!

The Identity of a True DIA Superhero is Revealed to the National Capital Area

By Charlie P. Murphy, DI

We all know that superheroes have secret identities. When not performing prodigious feats, they hide in plain sight, living the ordinary lives of mere mortals. So, when a pair of superheroes appeared at DIA last fall, questions concerning their secret identities were inevitable.

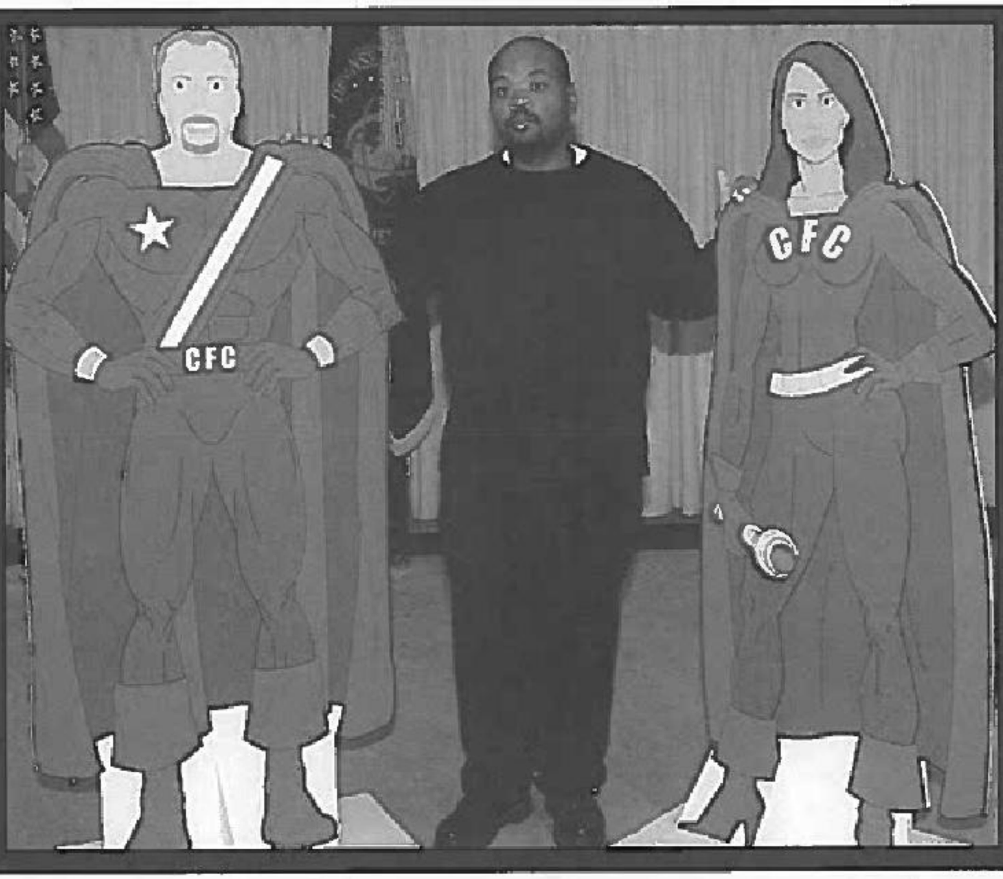
The superheroes helped our 2003 Combined Federal Campaign (CFC) raise record amounts for charity and earn DoD recognition as the Most Outstanding Campaign for a Large Agency – truly a feat of Herculean proportions. Still, the campaign ended and a nagging question remained: Who are these campaigners really?

As the employee magazine for one of our country's top intelligence agencies, the Communiqué was not about to let this story fall through the cracks. Reporters finally have compelling evidence that the secret identity of one superhero is none other than DIA's own Mike Davis.

"How so?" you ask, and "Who is Mike Davis?"

Well, if you haven't heard of him, remember that anonymity is just the first sign that Davis fits the profile for a superhero alter ego.

Davis is a 10-year DIA veteran and has a four-year degree in fine arts from Montclair State University in Montclair, N.J. His talents as an illustrator and graphic designer were evident throughout the 2003 CFC in a host of posters, banners and advertising media featuring the Combined Federal Campaigners. The art evidence alone shows more than a passing familiarity with the superheroes, but consider this: Davis also illustrated the Incredible Adventures comic strip. Clearly, he has insider information not only about the comings and goings of the campaigners, but also about their nemesis, Dr. Greed.

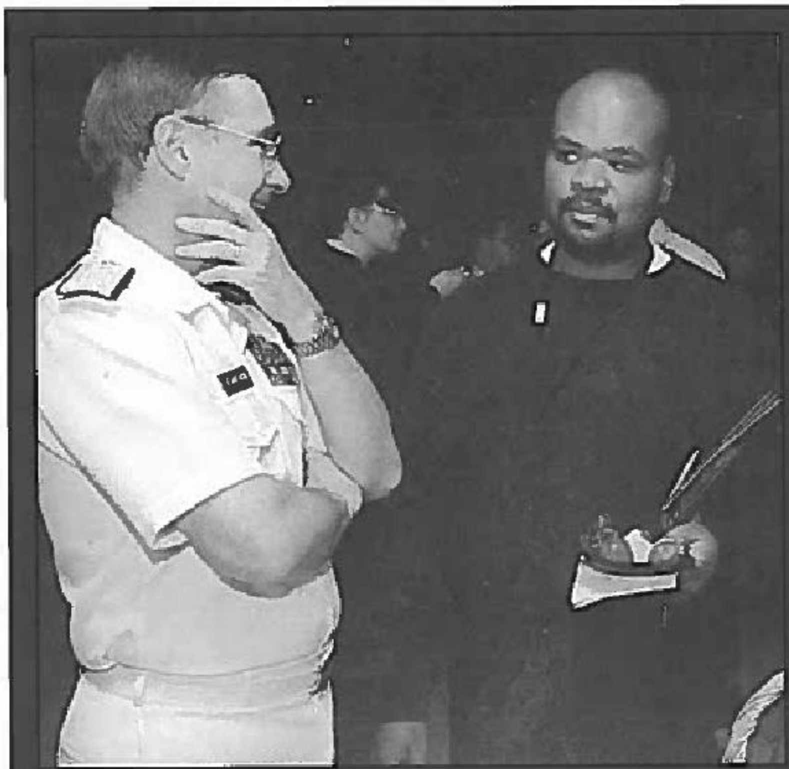


Real-life hero caught with a cutout likeness? In this candid photograph, Mike Davis looks surprised. Could it be because he is in a potentially compromising position between two life-size cutouts of DIA's superheroes? Notice the striking similarity between Davis and CFC man, right down to the same beard/moustache combination.

Did Davis risk exposure by taking a prominent role in the CFC? Of course he did, but we have thoroughly examined his skating-on-the-edge behavior and conclude that it fits the alter ego profile. Remember that another alter ego, Peter Parker, makes his living by pretending to be a Spiderman paparazzi, and 30-year Daily Planet reporter Clark Kent often covers his own adventures as Superman.

Since the 2003 CFC ended, Davis has slipped back into relative obscurity as a visual information specialist with the Pentagon Presentation Services Branch.

But wait a minute! His self-imposed exile may not last long. The Communiqué has learned that the CFC will invite DIA's campaigners to lead its 2004 charity drive for all federal agencies in the National Capital Area. This means you will soon see our superheroes in national-level CFC posters and material, including the Catalog of Caring. And whom did the CFC ask to provide artwork for this campaign? Could it be . . . Mike Davis? Yes! We consider this the strongest evidence yet that he is the every day persona for one of our superheroes.



Innocent encounter or prearranged meeting? DIA Director Vice Adm. L.E. Jacoby is one of the few people who are cleared to know the secret identities of the superheroes. Well then, is this conversation just casual banter? Or, is the director, as we suspect, using social cover to pass high level instructions to one of the campaigners? One clue: You can see deep concern on Mike's face, despite Jacoby's apparent jocularity.

Davis emphatically disavows being a superhero and says, "I am just an ordinary guy who, like many of my generation, has a healthy fascination with the campaigners." His denial could be modesty or an attempt to maintain plausible denial. Nevertheless, compounding this mystery is the curious fact that among the many campaigners' superhuman traits is their ability to change identities by morphing. The CFC superhero you see today may be different than the one you saw yesterday.

So, can anyone be a superhero? Could you be one, too? This is the "campaigner conundrum."

DIA Mom Hopes for Olympic Gold for Son

The Son of a DIA Senior Program Manager "Goes for the Gold" in the 2004 Summer Olympics

By Laura L. Sifuentes, DT

Cecelia Smith of DIA's Directorate for MASINT and Technical Collection (DT) was anxiously counting down the days until she boarded a flight to Athens, Greece earlier this month. Each day, even her coworkers asked, "How many more days until Athens?"

As the 2004 Summer Olympics grew near, Smith's face manifested a glow that translates to the rest of the world as "proud mother of a United States Olympian!" That is because her son, U.S. Army Capt. Matthew Smith, is on the U.S. Olympic men's lightweight four (LM4) rowing team.

Matt Smith, 26, began his rowing career upon entering high school when his mother suggested he join crew rather than his first love, soccer. The Smith family had recently returned to the U.S. from living abroad in Germany where Matt had grown up playing soccer. He took his mother's advice, made the rowing team and, shall we say, the rest is history! Word of advice: listen to mom!

Smith could not be more excited and thrilled about seeing her son go to the Olympics. She attributes Matt's accomplishments to his dedication and drive, particularly because he pours his "heart and soul" into whatever he does. She remembers that discipline exhibiting itself when he was a child in school. As she puts it, he has a commitment to everything he pursues whether it is academics, sports or being a soldier; he always gives 110 percent. Matt has the power of perseverance and that is the key to his success, according to Smith.

Matt Smith found his niche in rowing. He is very excited and honored to represent his country and the Army. He is part of the Army World Class Athlete Program and a 2001 graduate of Army Ranger School. Matt Smith prepared for the Olympics as fervently as he would for combat; soldier and athlete readying for victory! He is "numb" thinking that he is in the Olympics and finds the whole situation "surreal." He wants others to "always believe anything is possible."

Matt Smith started believing that his Olympic dream could become a real possibility in 2001 after he qualified for the U.S. National Team. His focus and discipline further intensified when he realized that his goal of being in the Olympics was within reach.

Going for the Gold, Men's Lightweight Four (l to r): Matt Smith, Erik Miller, Paul Teti and Steve Warner.

Now that the Olympic dream has become a reality for the Smith family, they have received tremendous support from their friends, community and coworkers. She is continually offered words of encouragement and best wishes for Matt's success at the events. Smith is approached by her colleagues in DT who are just as thrilled as she about her son's

Olympic debut. And for us in DT, it is exciting to share such a momentous occasion with an Olympian's mother!

At Princeton University, where the U.S. Olympic LM4 team trains, Matt Smith's workout regimen includes rowing on the water seven days a week – sometimes three times per day – for 1 1/2 to 2 hours per day. He has to maintain his weight at a lean 155 pounds for his 6-foot frame, so there is no room for the slightest eating indulgence. Therefore he treats himself vicariously via the Food Channel, his favorite TV program, which he watches when not in training. If he is not on the water, he runs, weight trains or is on the rowing machine. It takes that kind of dedication and discipline to be in an elite class of athletes.

He hopes to translate the skills he is applying as a world-class rower into the business world once his Olympic tenure is over. He has yet to decide what those pursuits will be and what will happen when the time comes, but for now, he is focused on the Olympic gold.

Smith has learned many things from this experience. She acknowledges that her and her husband's love and support for Matt has enabled him to achieve his dream. She has learned that her son has developed into a humble, genuine and caring individual amidst all of his accomplishments, and that he is a role model who demonstrates to others that anything is possible with the right kind of attitude: hard work and perseverance. She has seen in her son the characteristics and skills that produce winners.

Although the Americans faced stiff competition from many of the European teams, the gold medal will ultimately go to the team that is "on" that day. Matt's crew finished third in their heat August 15, went on to the semi-finals August 19 and then on to the B-finals August 21, which although is not the medal round, is the chance to determine their final ranking in the world. They placed 3rd in the heat, which means they are 9th in the world! They would have liked to have done better, but the race was extremely hard; the crew was racing against people who have Olympic and World Champion gold medals.

Always the true sportsman, Matt said, "We're disappointed not to be in the final, but we still have time to improve for 2008."

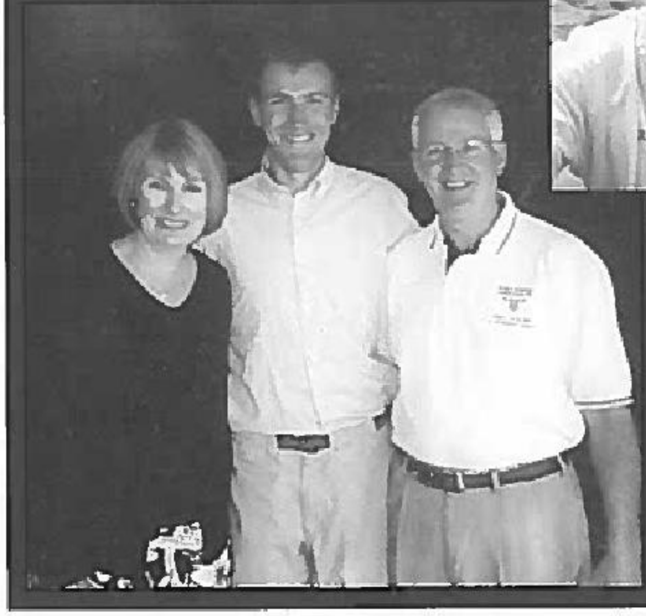
For more information on the U.S. Olympic Rowing Team and to catch Matt and his teammates, go to the following Web sites:

- www.usrowing.org
- www.worldrowing.com

See other articles written about Matt Smith in:

- The Washington Post, Sports Section, 29 July 2004
- www.uwbadgers.com, (University of Wisconsin), 8 July 2004
- www.PotomacNews.com, 7 July 2004

The Smith family: Cecelia, Matt and Chris.



U.S. Army Capt. Matt Smith

SPECIAL

Sexual Harassment Fact Sheet

Two Types of Unlawful Sexual Harassment are Quid Pro Quo and Hostile Environment

By Susan W. Sternad-Basel, MD

Sexual harassment is defined by the Equal Employment Opportunity Commission as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

- submission to the conduct is made either explicitly or implicitly a term or condition of employment
- submission to or rejection of the conduct is used as a basis for employment decisions
- the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment

The U.S. Supreme Court explains two basic types of unlawful sexual harassment. The first involves harassment that results in a tangible employment action. An example would be a supervisor who fires a subordinate for refusing to be sexually cooperative. The imposition of this crude "put out or get out" bargain is often referred to as quid pro quo (this for that). This kind of sexual harassment can be committed only by someone who can make or influence employment actions, such as firing, demotion and denial of promotion.

A second type of unlawful sexual harassment is referred to as a hostile environment. Unlike a quid pro quo, which only a supervisor can impose, a hostile environment can result from the gender-based unwelcome conduct of supervisors, co-workers, customers, vendors or anyone else with whom the victimized employee interacts on the job. The behaviors that have contributed to a hostile environment include:

- unfulfilled threats to impose a sexual quid pro quo
- discussing sexual activities
- telling off-color jokes
- unnecessary touching
- commenting on physical attributes
- displaying sexually suggestive pictures
- using indecent gestures
- using crude and offensive language

To create a hostile work environment, unwelcome conduct must be subjectively abusive to the person(s) affected, and it must be objectively severe or pervasive enough to create a work environment that a reasonable person would find abusive.

To determine whether behavior is severe or pervasive enough to create a hostile environment, the finder of fact (a court or a jury) considers these factors:

- the frequency of the unwelcome conduct
- the severity of the conduct
- whether the conduct was physically threatening or humiliating, or a mere offensive utterance
- whether the conduct unreasonably interfered with work performance
- whether the harasser was a superior in the organization

Each factor is relevant; no single factor is required to establish that there is a hostile environment. Isolated incidents generally do not create a hostile work environment.

Is It Really Harassment?

You should be aware that your conduct might be offensive to a co-worker and therefore you should govern your behavior accordingly. If you are not absolutely sure your behavior is sexual harassment, ask yourself these questions:

- Is this verbal or physical behavior of a sexual nature?
- Is the conduct offensive to the persons who witness it?
- Is the behavior being initiated by only one of the parties who has power over the other?
- Might the individual feel that he or she must tolerate that type of conduct in order to keep their job?
- Might the conduct make the individual's job environment unpleasant?

If the answer to these questions is yes, stop the conduct.

Retaliation against an individual who reports harassment or who cooperates with the investigation of a claim of harassment is prohibited. The employer will want to conduct a prompt and thorough investigation of all complaints, and matters will be kept as confidential as possible. Whether you are the accused employee, the victim or a potential witness, bear in mind that confidentiality is crucial.

Who May File a Sexual Harassment Complaint?

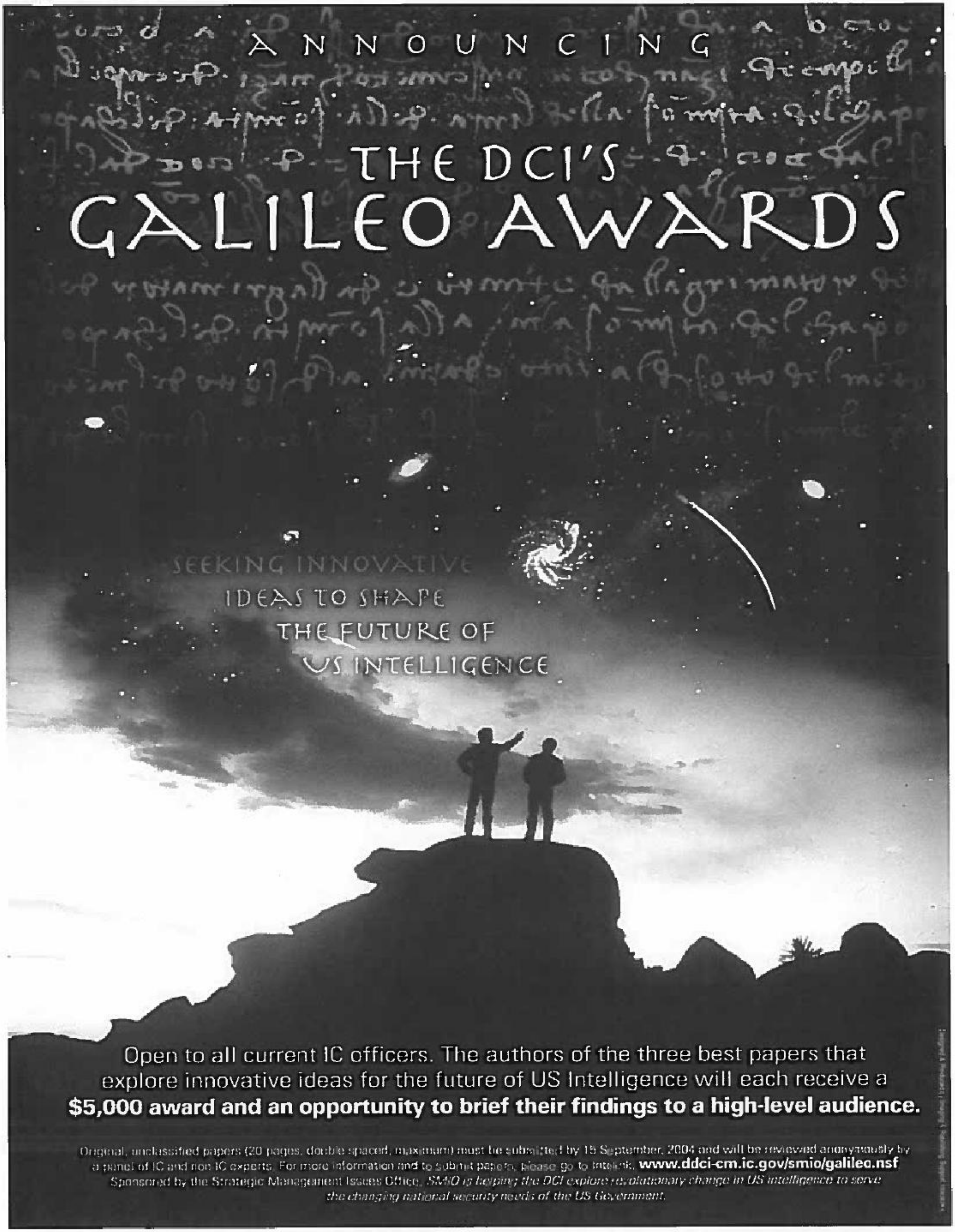
DIA employees, former employees or applicants who believe they have been subjected to sexual harassment may file a discrimination complaint with the Diversity Management and Equal Opportunity Office (MD).
The decision of whether or not to file a discrimination complaint is a personal one, and individuals have the option to try to resolve the situation through their chain of command before filing a complaint.

Civilians who believe they have been subjected to sexual harassment must file a discrimination complaint with MD within 45 calendar days of the alleged incident. Military members must file a discrimination complaint with MD or their parent service within 60 days of the alleged sexual harassment incident. All personnel who report sexual harassment can expect a prompt, thorough and impartial investigation. If the report is substantiated, appropriate disciplinary and/or corrective action will be taken.

If you have questions on sexual harassment, please contact MD at 202-231-8178, DIAC, Room D4-938. For additional information on the civilian complaints process and timelines for processing discrimination complaints, refer to the MD webpage on Intelink.

On This Day in HISTORY

August 1, 1961:	DoD Directive 5105.21 "Defense Intelligence Agency" issued
August 2, 1961:	DoD publicly announced the Defense Intelligence Agency
August 2, 1990:	Iraq invaded Kuwait
August 4, 1955:	Prototype U-2 made its first planned flight
August 5, 1965:	Limited Test Ban Treaty signed
August 6, 1945:	U.S. dropped the first nuclear bomb, "Little Boy" in combat at Hiroshima
August 7, 1974:	Vice Adm. Vincent de Poix, 3rd Director, DIA
August 7, 1998:	Al-Qaida bombed U.S. embassies in Kenya and Tanzania killing Staff Sgt. Kenneth Hobson, USDAO Nairobi
August 8, 1942:	U.S. executed six German saboteurs who had landed on Long Island in June
August 9, 1945:	U.S. exploded second nuclear bomb on Nagasaki, Japan
August 11, 1949:	General of the Army Omar Bradley appointed first chairman of the Joint Chiefs of Staff
August 12, 1961:	Defense Secretary McNamara appointed Lt. Gen. Joseph Carroll the 1st Director, DIA
August 13, 1961:	Construction of the Berlin Wall started
August 14, 1960:	First broadcast via satellite made from Bell Laboratories
August 15, 1991:	President Bush signed a covert-activities limitation bill to prevent Iran-Contra-style activities
August 16, 1990:	DoD designated DIA as Executive Agent for DESERT SHIELD imagery collection
August 18, 1960:	DISCOVERER 14 launched, carrying KH-1 CORONA, first successful photo-reconnaissance mission
August 19, 1981:	Two Libyan SU-22's shot down by American F-14's over Gulf of Sidra
August 20, 1998:	U.S. cruise missile strikes against targets in Afghanistan and the Sudan
August 21, 1968:	Invasion of Czechoslovakia
August 23, 1963:	Ground force panel authorized, early cooperative effort between DIA and CIA
August 24, 1814:	British Army burned Washington, D.C.
August 24, 1966:	DIA Liaison Detachment, Ottawa, established
August 25, 1960:	The National Reconnaissance Office established
August 29, 1949:	Soviets detonated their first nuclear weapon, an event detected by the Air Force
August 30, 1983:	Lt. Col. Guion Bluford, USAF, first African-American in space in the CHALLENGER
August 31, 1994:	Last Soviet troops departed East Germany



ANNOUNCING

THE DCI'S GALILEO AWARDS

SEEKING INNOVATIVE IDEAS TO SHAPE THE FUTURE OF US INTELLIGENCE

Open to all current IC officers. The authors of the three best papers that explore innovative ideas for the future of US Intelligence will each receive a **$5,000 award and an opportunity to brief their findings to a high-level audience.**

Original, unclassified papers (20 pages, double spaced, maximum) must be submitted by 15 September, 2004 and will be reviewed anonymously by a panel of IC and non IC experts. For more information and to submit papers, please go to Intelink: **www.ddci-cm.ic.gov/smio/galileo.nsf**
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